

FIG. 1

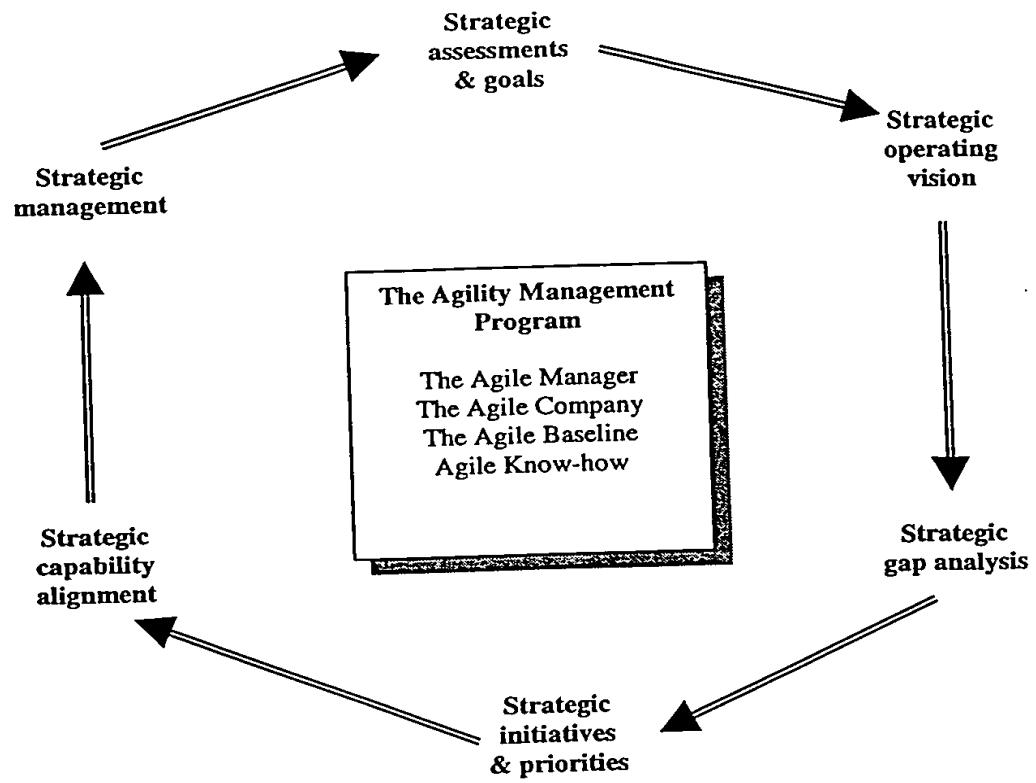


FIG. 2

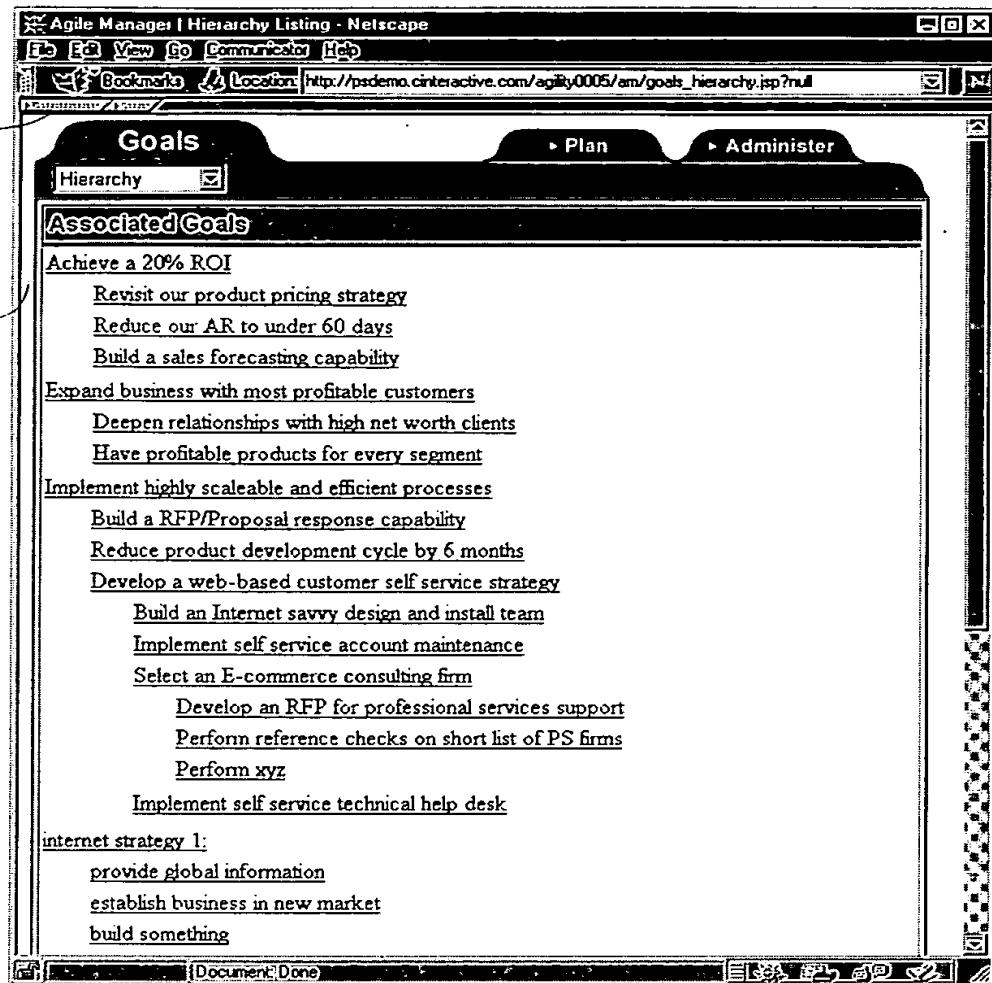


FIG. 3

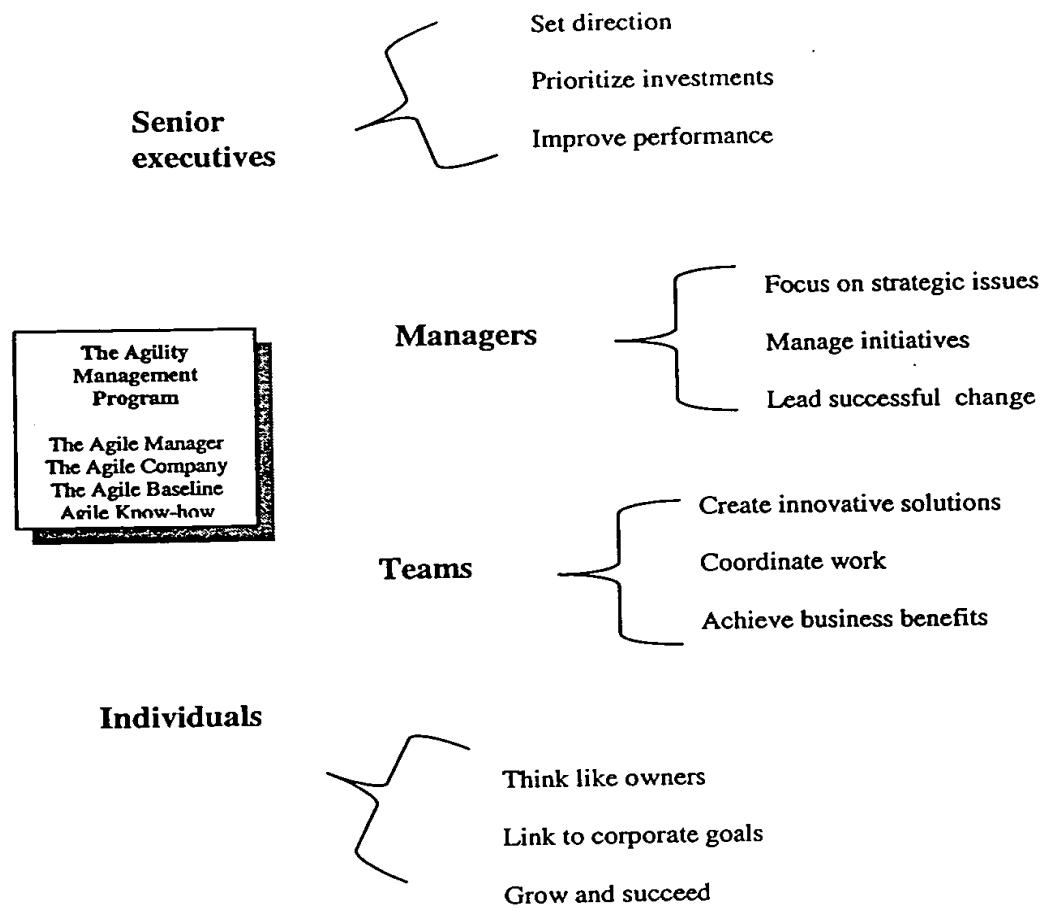


FIG. 4

Research based *Diagnostics* reduce organizational barriers

organizational barriers

Enterprise

- “Hard-wired” to customer needs/behaviors
- Infectious, improvement-driven leadership
- Visionary leadership with crystal clear communication
- Employees act like/treated like owners
- Action focused innovation/risk taking rewarded
- Value based decision making at lowest level
- Adaptive culture, revolutionary when necessary
- Driven to excel; “good enough never is”
- Relentless commitment to lower cost and higher quality
- Boundaryless, but well managed structures
- Time/resources focus on high value initiatives
- Systematic, opportunistic strategies that adapt
- Concentrate where the business leverage is
- Exacting execution with reliable results
- Information/knowledge accessible as needed

Management Team

- Focusing on the highest gain strategic initiatives:
 - creating a portfolio of high leverage initiatives
 - reprioritizing the portfolio as things change
 - reviewing new/old initiatives for ROI impact
- Reducing organizational barriers to success:
 - determining factors critical for success
 - identifying key risks to be managed proactively
 - making adjustments to eliminate key barriers
- Applying management talent on the right things:
 - reinforcing strategic goals using structured communication
 - getting substance from management meetings
 - focusing management attention on the high leverage items
- Equipping leaders to succeed:
 - learning to think like owners
 - getting the most from interdisciplinary teams
 - managing project risk to value

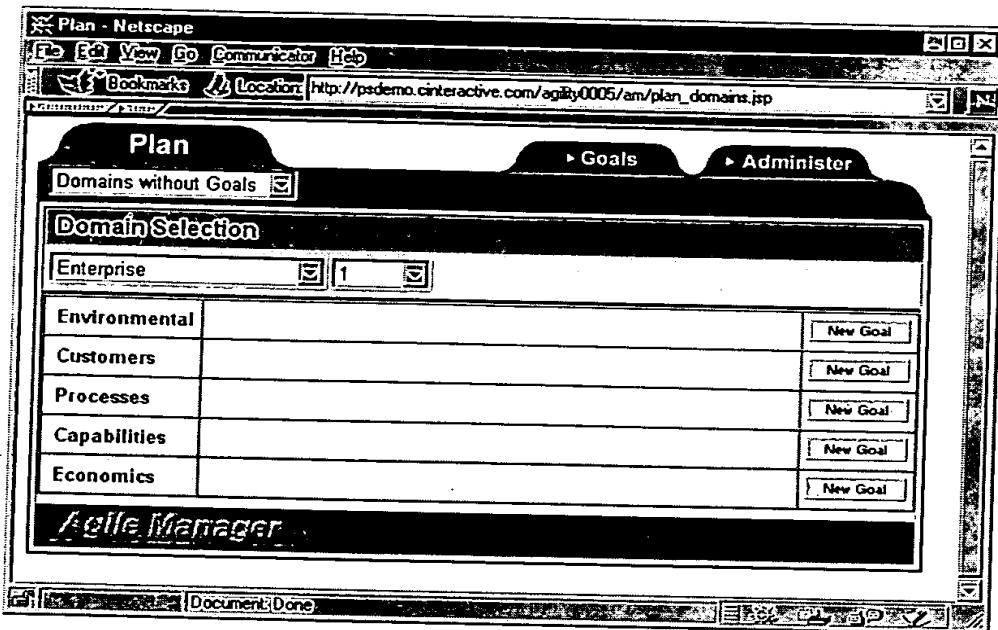


FIG. 6

Agile Project - 01/22/2000

File Edit View Go Communicator Help

Bookmarks Location: ity0005/am/act_new_project.jsp?parent=PS0005336755E10072391DBEA017F50

Add a Contributing Goal

New Goal

Goal Name:

Goal Objective:

Domain:

Status:

Priority:

Risk:

Stage:

Due Date:

Investment:

Return:

Agile Manager

Document Done

FIG. 7

Plan ► Goals ► Administer

Domains without Goals

Domain Selection

Enterprise Depth

Category	Sub-Category	New Goal
Environmental		New Goal
Market Trends		New Goal
Competitors		New Goal
Technical Innovation		New Goal
Regulatory		New Goal
Customers		New Goal
Relationships		New Goal
Products		New Goal
Services		New Goal
Processes		New Goal
Core Processes		New Goal
Business Acquisition		New Goal
Business Development		New Goal
Product Development		New Goal

FIG. 8

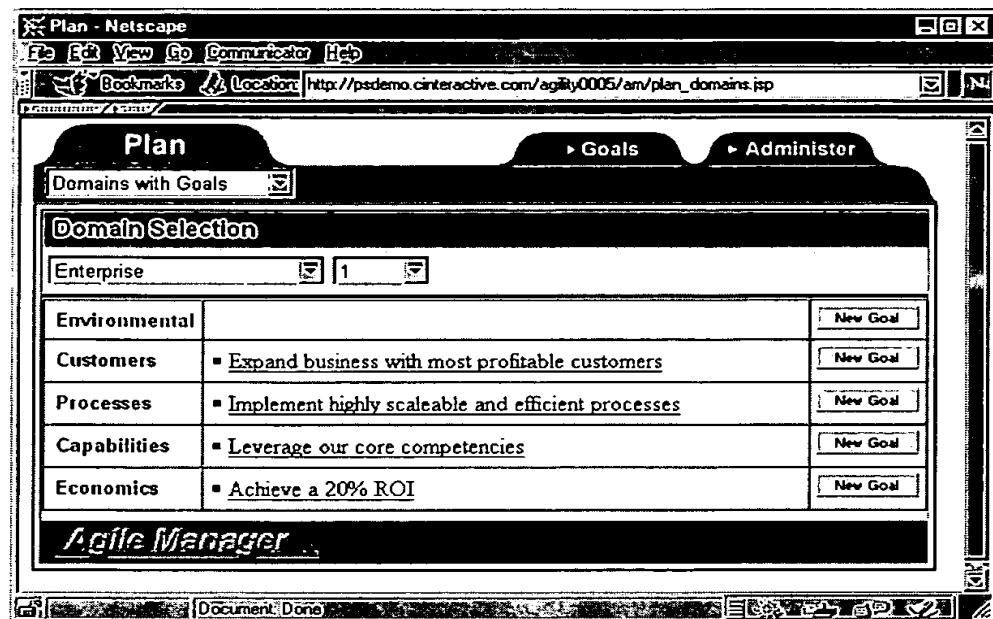


FIG. 9

Values

Business development assessment		
current situation vs. desired state		
1 points	7	6
Average value: 5.5		
5	3	business people vs. just sales people
6.5	2.5	sell solutions not just products
7	4	customer vs. internally focused
6	3.5	business makers vs. order takers
5	4	profitability vs. sales focused
6	4.5	deal well at senior vs. just technical level
5.5	4	world class vs. unacceptable service
7	3	build value based client relationships
0	0	

Summary
Score: 84
Improvement: 3

Buttons: OK, Cancel, Clear

FIG. 10

Business development assessment

current situation vs. desired state

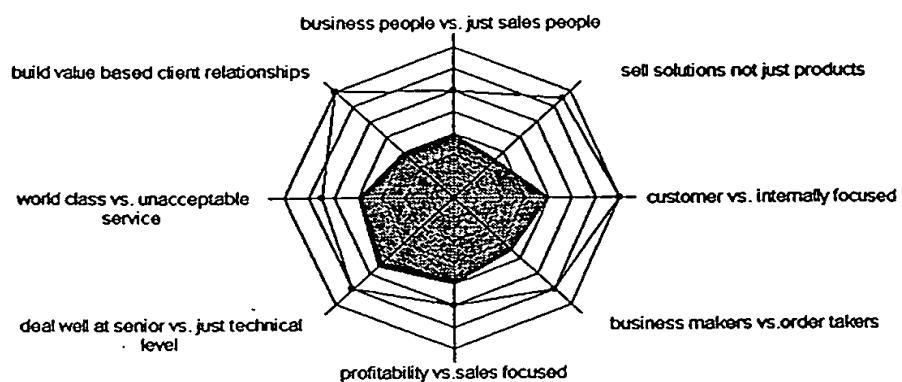


FIG. 11

Agile Manager | Act | Gap Analysis - Netscape

File Edit View Go Communicator Help

Bookmarks Location: /act_gaps.jsp?domain=1&depth=depth&proj=PSCD856336755E10D72391DBEA017F

Act ▶ Goals ▶ Plan ▶ Administer

Gap Analysis

Expand business with most profitable customers

Cross sell and up sell our products to our existing client base from a position of strength.

Enterprise Depth

Domain	Contributing Goal	Actual/Desired	Gap	
Environmental				<input type="button" value="Add"/>
Market Trends				<input type="button" value="Add"/>
Competitors				<input type="button" value="Add"/>
Technical Innovation				<input type="button" value="Add"/>
Regulatory				<input type="button" value="Add"/>
Customers				<input type="button" value="Add"/>
Relationships	<u>Deepen relationships with high net worth clients</u>	10 / 10	0	<input type="button" value="Add"/>
Products	<u>Have profitable products for every segment</u>	6 / 10	4	<input type="button" value="Add"/>
Services				<input type="button" value="Add"/>
Processes				<input type="button" value="Add"/>
Core Processes				<input type="button" value="Add"/>
Business Acquisition				<input type="button" value="Add"/>
Business Development				<input type="button" value="Add"/>
Product Development				<input type="button" value="Add"/>

Document Done

FIG. 12

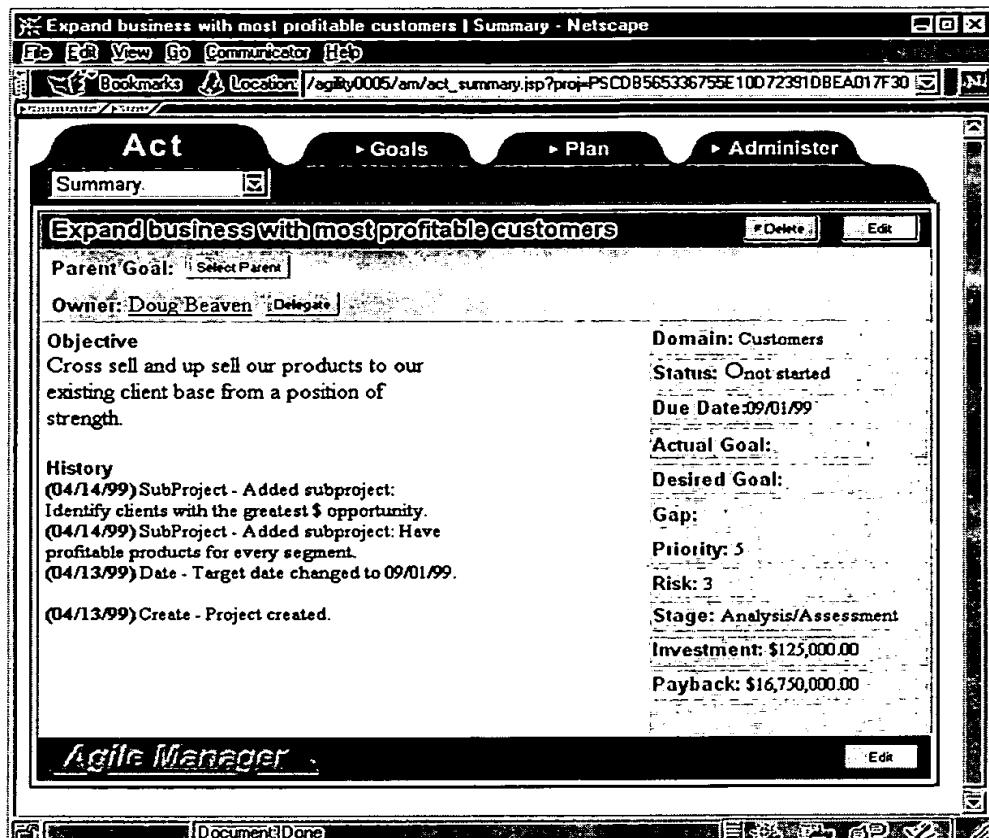


FIG. 13

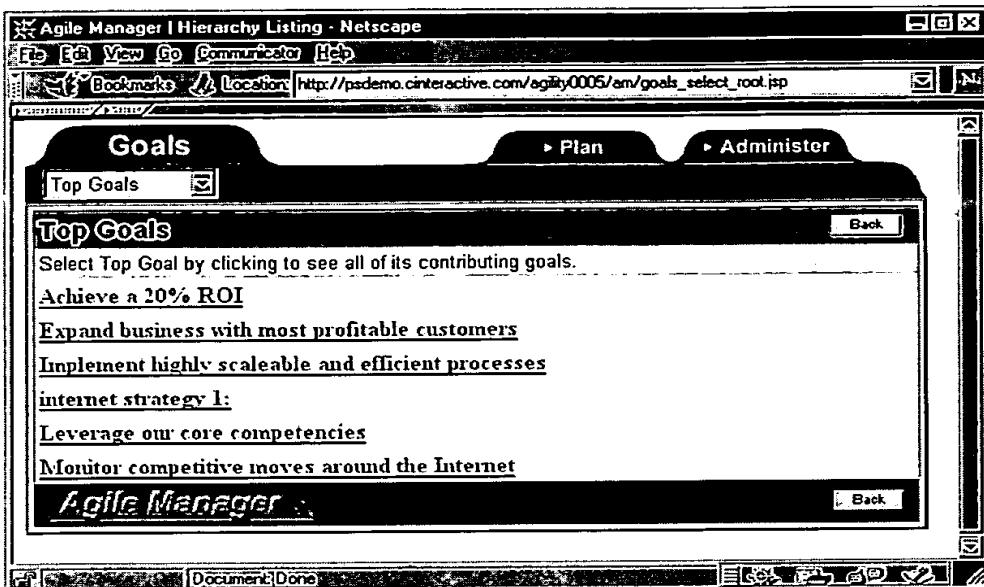


FIG. 14

Goals		► Plan	► Administer
[Select]	<input type="checkbox"/>		
View Contributing Goals			
Expand business with most profitable customers	Cost	Payback	Priority Due
Deepen relationships with high net worth clients	750,000	5,000,000	5 5w
Have profitable products for every segment	75,000	250,000	5 33w
Top Goal Total:	\$825,000.00	\$5,250,000.00	

FIG. 15

CINTERACTIVE

The screenshot shows a web-based application titled "Agile Manager | Hierarchy Listing - Netscape". The URL in the address bar is http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp. The main content area is titled "Goals" and contains a table titled "View All Goals". The table has columns for "Cost", "Payback", "Priority", and "Due". A "Show Columns for" dropdown menu is open, showing "Domain" as the selected option. The data in the table is organized into categories:

	Cost	Payback	Priority	Due
Environmental				
New Goal	-	-	5	-
Competitors				
<u>Find new company or spin off threats</u>	5,000	50,000	5	10w
<u>Monitor competitive moves around the Internet</u>	5,000	50,000	3	8w
Technical Innovation				
<u>new internet strategy</u>	-	-	5	-
Customers				
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
Increase visibility				
Relationships				
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Understand recent competitive wins</u>	1,000	10,000	5	4w
Products				
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w
Services				
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w

FIG. 16

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemocinteractive.com/agility0005/am/goals_sorted.jsp

Goals Plan Administer

[Select]

View All Goals

Show Columns for Priority

	Cost	Payback	Priority	Due
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement self service technical help desk</u>	85,000	100,000	4	6w
<u>Build a RFP/Proposal response capability</u>	75,000	100,000	4	8w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Build a sales forecasting capability</u>	35,000	100,000	4	12w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w

Document Done

FIG. 17

GOALS IDENTIFIED

Goals

[Select]

View All Goals

Show Columns for: Status

	Risk	Owner	Stage	Status	Due
O <u>Ask clients about our perceived competencies</u>	5	<u>Doug Beaven</u>	Requirements Gathering	not started	1w
O <u>Develop a web-based customer self service strategy</u>	5	<u>Joe Smith</u>	Requirements Gathering	on track	21w
O <u>Find new company or spin off threats</u>	5	<u>Doug Beaven</u>	Implement	not started	10w
O <u>Implement GSTP by yearend</u>	5	<u>Doug Beaven</u>	Analysis/Assessment	on track	34w
O <u>Implement self service technical help desk</u>	5	<u>Mike Jones</u>	Business Case Development	on track	6w
O <u>Increase our technology R&D capability</u>	5	<u>Joe Smith</u>	Prototype	not started	34w
O <u>Increase visibility</u>	5	<u>chris curran</u>	-	not started	-
O <u>New Goal</u>	5	<u>Doug Beaven</u>	-	not started	-
O <u>Perform xyz</u>	5	<u>Doug Beaven</u>	-	not started	-
O <u>Recruit and hire world class industry talent</u>	5	<u>Doug Beaven</u>	Roll-out	on track	34w
O <u>Reduce our AR to under 60 days</u>	5	<u>Doug Beaven</u>	Implement	off track	8w
O <u>Understand recent competitive wins</u>	5	<u>Mike Jones</u>	Analysis/Assessment	on track	4w
O <u>Increase auto adjudication rates</u>	5	<u>Doug Beaven</u>	Build	on track	86w
O <u>Internet strategy 1</u>	5	<u>Doug Beaven</u>	-	not started	-

[Document] [Done]

F 1 G. 18

GOALS - DRAFTED

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals Plan Administer

[Select]

View All Goals

Show Columns for Priority

	Cost	Payback	Priority	Due
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	.5w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Implement highly scalable and efficient processes</u>	450,000	1,250,000	5	30w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement self service technical help desk</u>	85,000	100,000	4	6w
<u>Build a RFP/Proposal response capability</u>	75,000	100,000	4	8w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Build a sales forecasting capability</u>	35,000	100,000	4	12w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w

[Document] [Done]

FIG. 19

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location: http://psdemo.cinteractive.com/agile0005/am/goals_sorted.jsp

Goals Plan Administer

[Select]

View All Goals

Show Columns for: Priority

Cost Payback Priority Due

	Cost	Payback	Priority	Due
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w
<u>Reduce Breakeven on New Business</u>	10,000	2,500,000	4	8w
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w
<u>increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Reduce our AR to under 60 days</u>	5,000	150,000	5	8w

[Document|Done]

FIG. 20

Goals

▶ Plan ▶ Administer

[Selected]

View All Goals

Show Columns for: Status

	Risk	Owner	Stage	Status	Due
○ <u>Have profitable products for every segment</u>	4	<u>Mike Jones</u>	Requirements Gathering	needs attention	33w
○ <u>Monitor competitive moves around the Internet</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	needs attention	7w
○ <u>Reduce Breakeven on New Business</u>	4	<u>Doug Beaven</u>	Implement	needs attention	7w
● <u>Develop an RFP for professional services support</u>	4	<u>Joe Smith</u>	Retrospective Review	completed	-4w
● <u>Perform reference checks on short list of PS firms</u>	4	<u>Doug Beaven</u>	Retrospective Review	completed	-2w
○ <u>Ask clients about our perceived competencies</u>	5	<u>Doug Beaven</u>	Requirements Gathering	not started	1d
○ <u>Eclipse competition with our e-comm capability</u>	5	<u>Doug Beaven</u>	-	not started	-
○ <u>Expand business with most profitable customers</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	not started	16w
○ <u>Find new company or spin off threats</u>	5	<u>Doug Beaven</u>	Implement	not started	9w

FIG. 21

CONTINUATION

Goals
▶ Plan
▶ Administer

[Select]
Show Columns for: Status

[Select]
Hierarchy
Select Domain

Top Goals
All Goals
Alerts
Search
New Goal

Products for
Risk
Owner
Stage
Status
Due

Products for <input type="checkbox"/>	4	Mike Jones <input type="checkbox"/>	Requirements Gathering <input type="checkbox"/>	needs attention <input type="checkbox"/>	33w <input type="checkbox"/>
Five moves <input type="checkbox"/>	3	Doug Beaven <input type="checkbox"/>	Analysis/Assessment <input type="checkbox"/>	needs attention <input type="checkbox"/>	7w <input type="checkbox"/>
<u>Reduce Breakeven on New Business</u> <input type="checkbox"/>	4	Doug Beaven <input type="checkbox"/>	Implement <input type="checkbox"/>	needs attention <input type="checkbox"/>	7w <input type="checkbox"/>
<u>Develop an RFP for professional services support</u> <input type="checkbox"/>	4	Joe Smith <input type="checkbox"/>	Retrospective Review <input type="checkbox"/>	completed <input type="checkbox"/>	-4w <input type="checkbox"/>
<u>Perform reference checks on short list of PS firms</u> <input type="checkbox"/>	4	Doug Beaven <input type="checkbox"/>	Retrospective Review <input type="checkbox"/>	completed <input type="checkbox"/>	-2w <input type="checkbox"/>
<u>Ask clients about our perceived competencies</u> <input type="checkbox"/>	5	Doug Beaven <input type="checkbox"/>	Requirements Gathering <input type="checkbox"/>	not started <input type="checkbox"/>	1d <input type="checkbox"/>
<u>Eclipse competition with our e-comm capability</u> <input type="checkbox"/>	5	Doug Beaven <input type="checkbox"/>	- <input type="checkbox"/>	not started <input type="checkbox"/>	- <input type="checkbox"/>
<u>Expand business with most profitable customers</u> <input type="checkbox"/>	3	Doug Beaven <input type="checkbox"/>	Analysis/Assessment <input type="checkbox"/>	not started <input type="checkbox"/>	16w <input type="checkbox"/>
<u>Find new company or spin off threats</u> <input type="checkbox"/>	5	Doug Beaven <input type="checkbox"/>	Implement <input type="checkbox"/>	not started <input type="checkbox"/>	9w <input type="checkbox"/>
<u>Increase our technology R&D</u> <input type="checkbox"/>	5	Joe Smith <input type="checkbox"/>	Prototype <input type="checkbox"/>	not started <input type="checkbox"/>	33w <input type="checkbox"/>

Goals ▶ Plan ▶ Administer

[Select]

View Contributing Goals Show Columns for: Domain

Goal	Cost	Payback	Priority	Due
<u>Expand business with most profitable customers</u>				
Customers				
Relationships				
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	5w
Products				
<u>Have profitable products for every segment</u>	75,000	250,000	5	33w
Total Goal Total:	\$825,000.00	\$5,250,000.00		

Goals - Date 2/27/00

FIG. 23

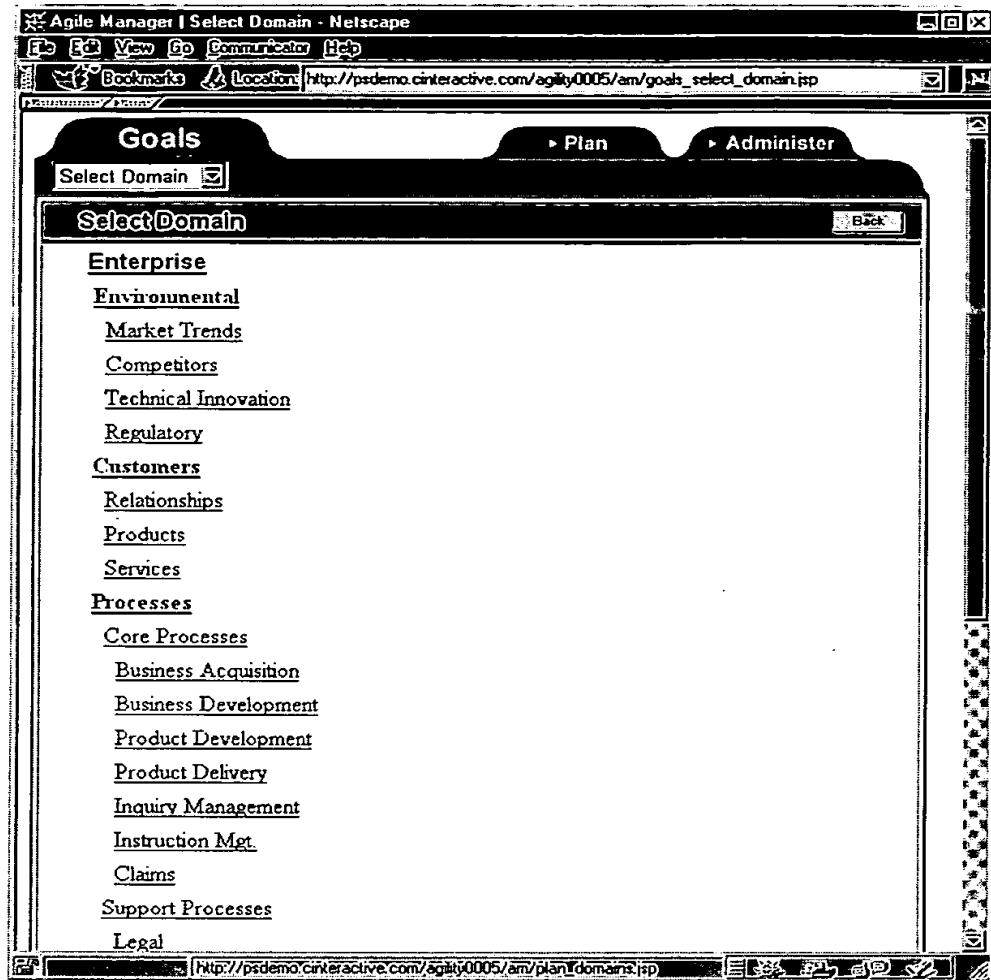


FIG. 24

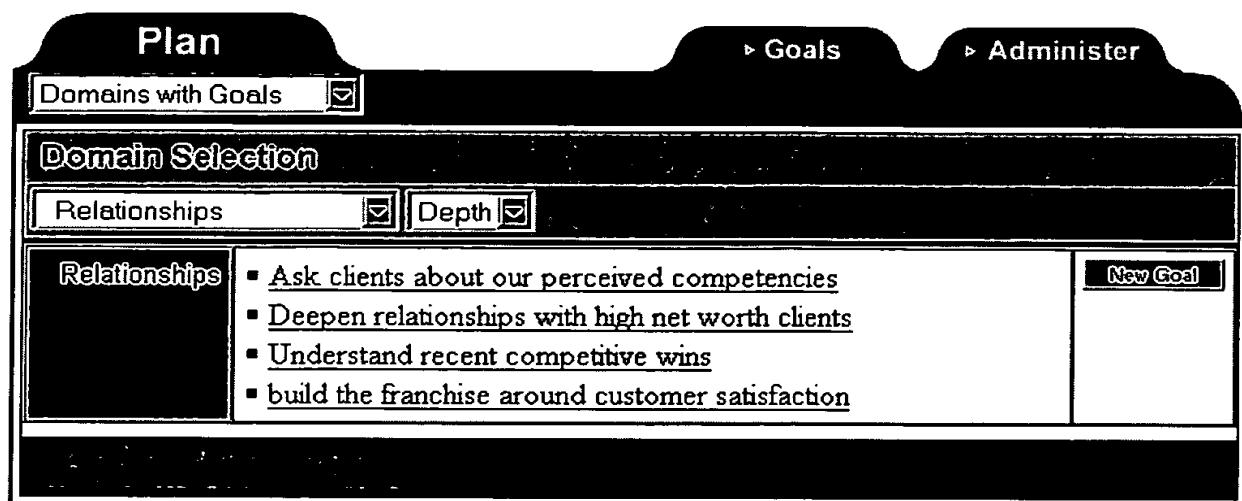


FIG. 25

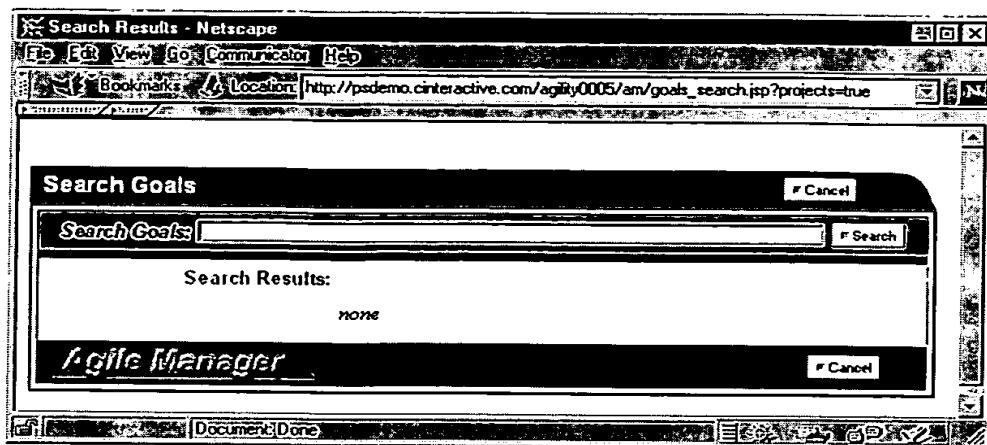


FIG. 26

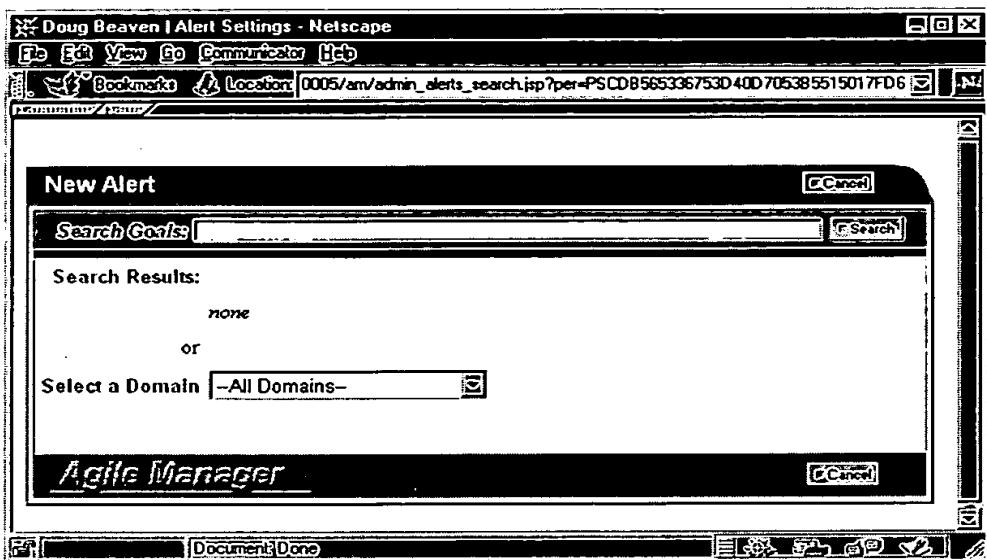
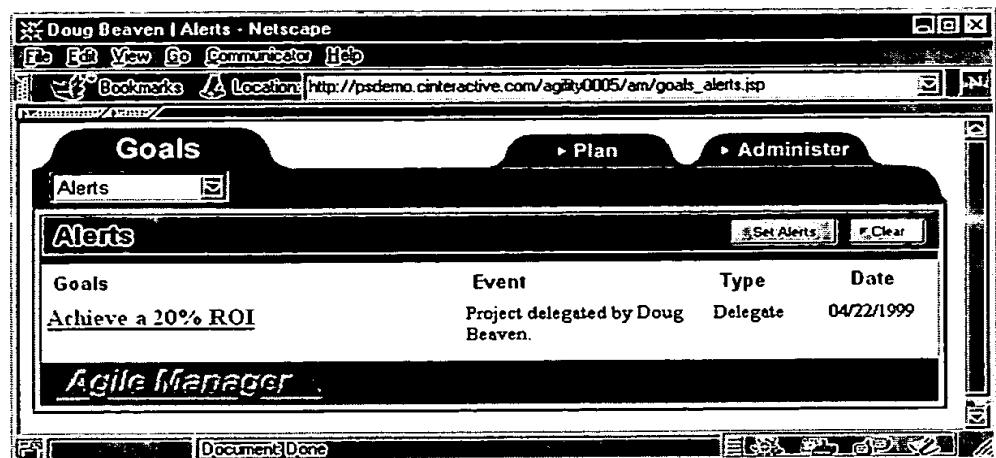


FIG. 27



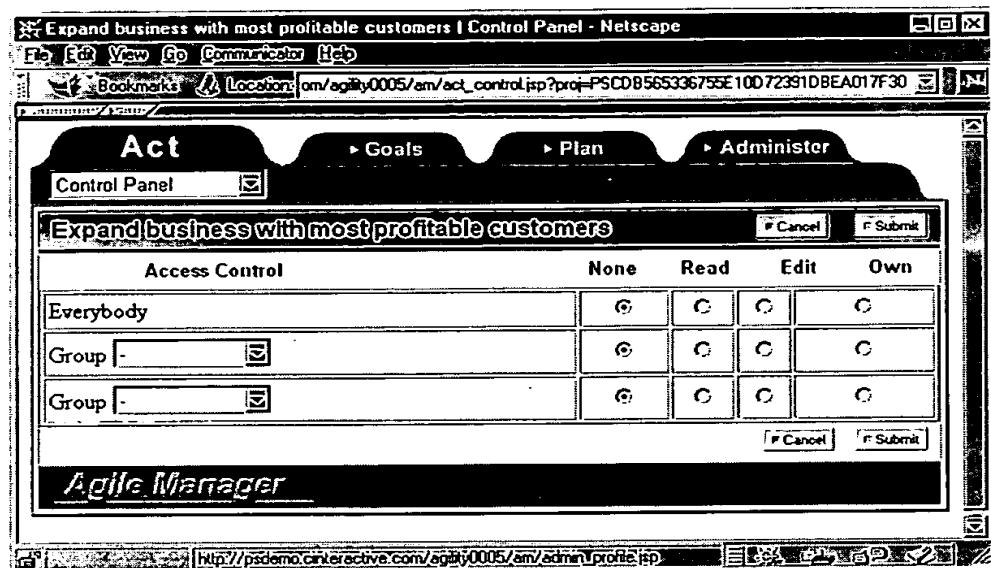


FIG. 29

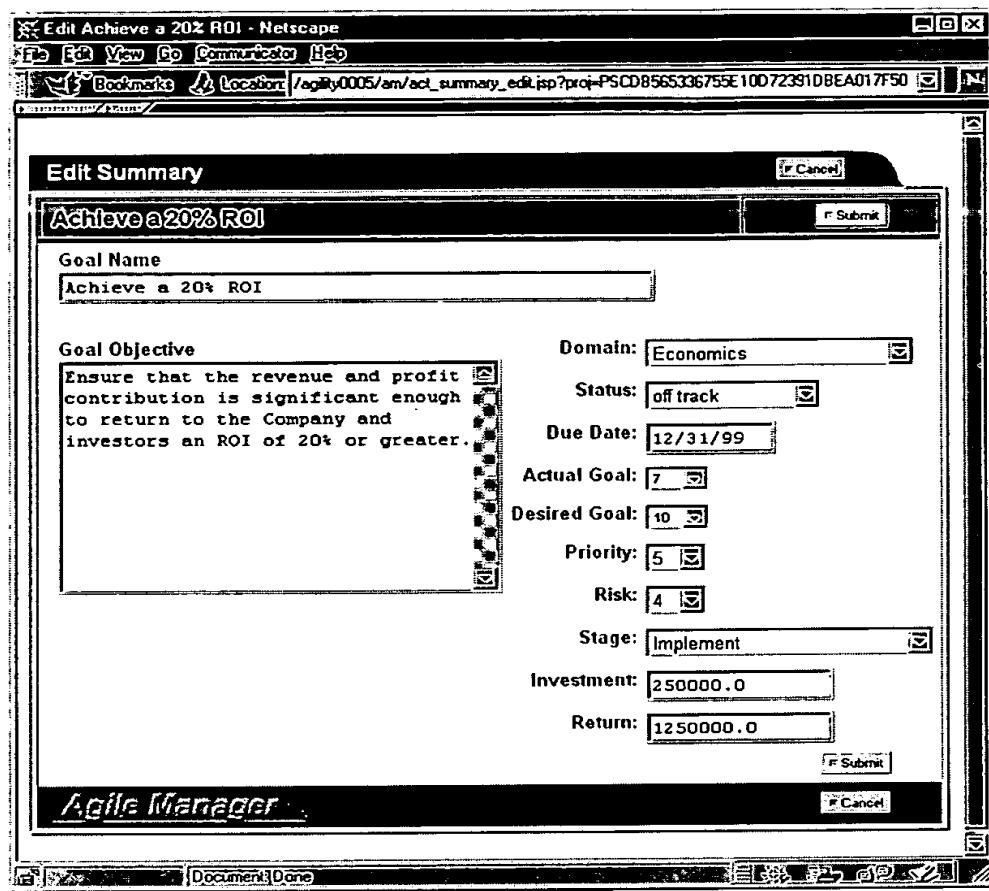


FIG. 30

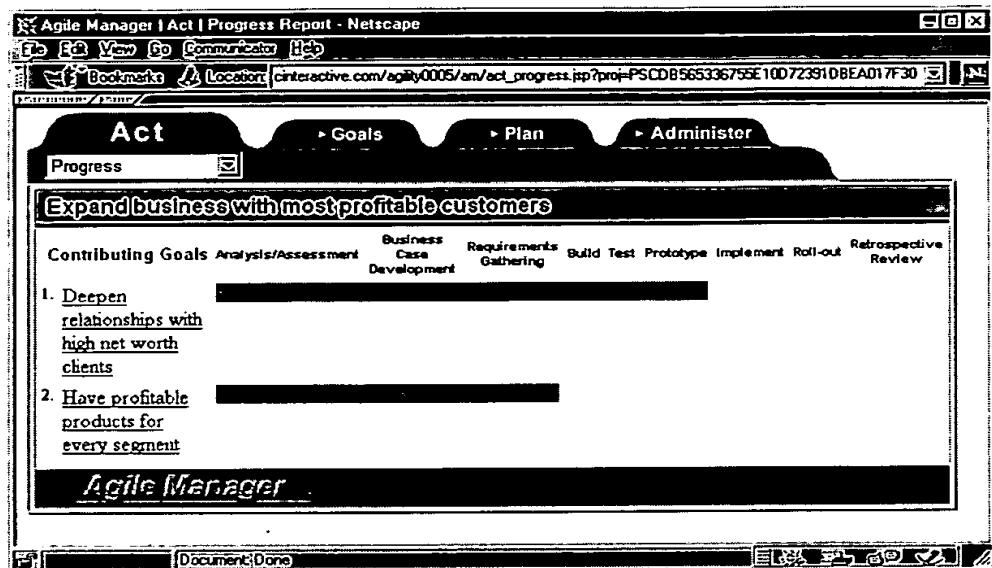


FIG. 31

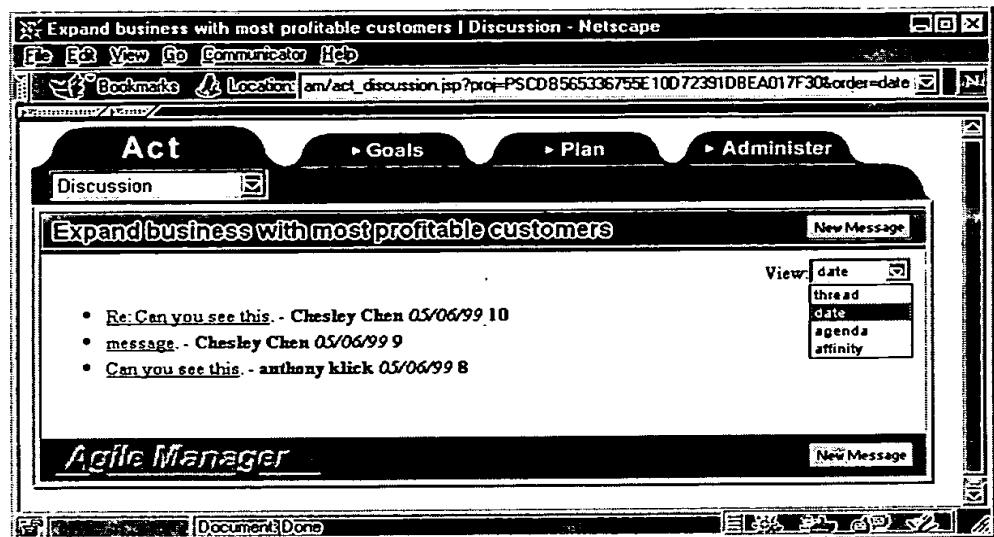


FIG. 32

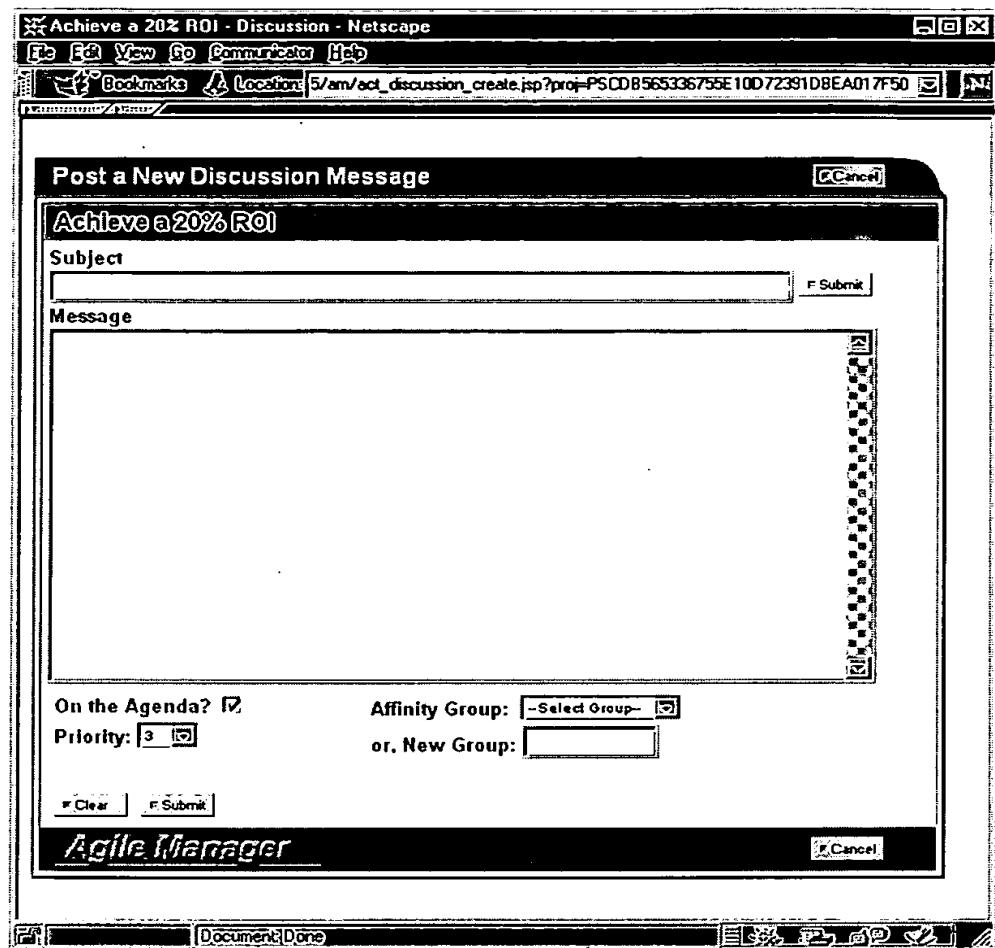


FIG. 33

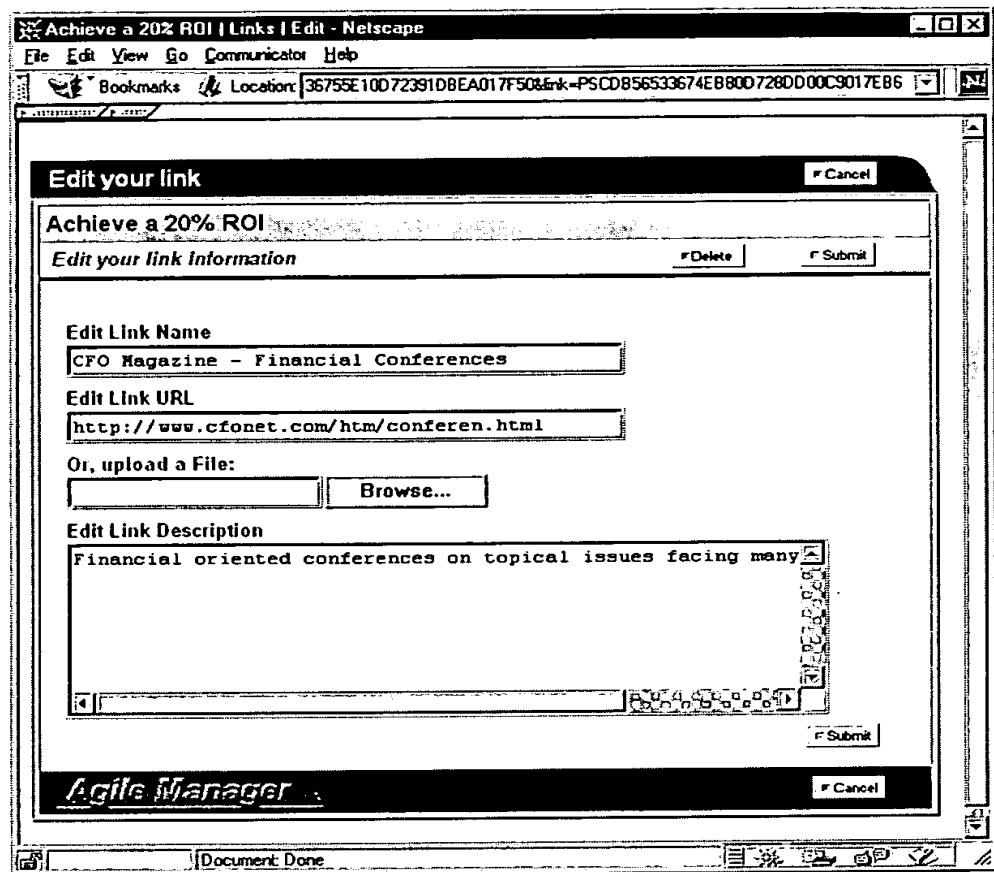


FIG. 34

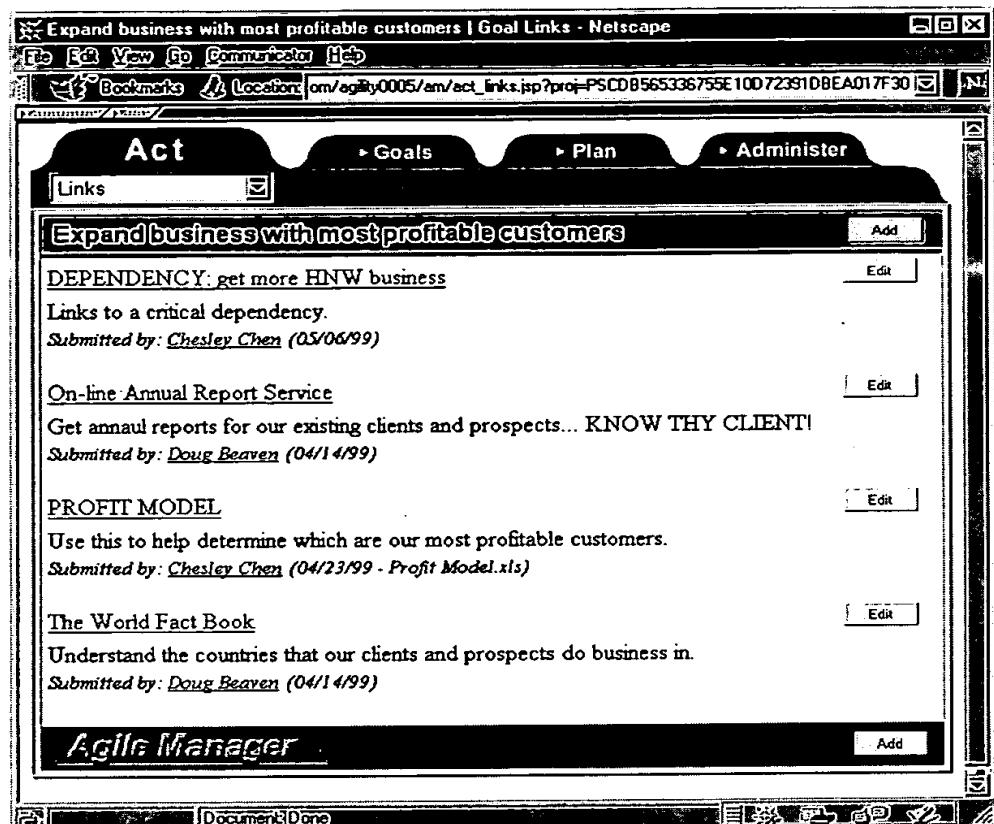


FIG. 35

EMPLOYEES ARE TREATED LIKE AND COMPENSATED IN A MANNER REFLECTIVE OF OWNERSHIP RATHER THAN SERVITUDE.

"Employees [must] trust the company and believe changes are in their best interests." - Donald K. Clifford and Richard E. Cavanagh, *The Winning Performance*

	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree	No Response
High Performance Traits.	0	0	0	0	0	0	0	0
Relish change	0	0	0	0	0	0	0	0
Right inertia	0	0	0	0	0	0	0	0
Clear strategy	0	0	0	0	0	0	0	0
Customer driven	0	0	0	0	0	0	0	0
Act like owners	0	0	0	0	0	0	0	0
Treated like owners	0	0	0	0	0	0	0	0
Forward task taking	0	0	0	0	0	0	0	0
Based decisions	0	0	0	0	0	0	0	0
Value based decisions	0	0	0	0	0	0	0	0
Effective systems	0	0	0	0	0	0	0	0
Open to new ideas	0	0	0	0	0	0	0	0
Adapt	0	0	0	0	0	0	0	0
Process changes	0	0	0	0	0	0	0	0
Constant improvement	0	0	0	0	0	0	0	0
Fluid boundaries	0	0	0	0	0	0	0	0
Framework	0	0	0	0	0	0	0	0
Anti-hierarchical	0	0	0	0	0	0	0	0
Know business drivers	0	0	0	0	0	0	0	0
Make alliances	0	0	0	0	0	0	0	0
Focus clearly	0	0	0	0	0	0	0	0
Industry trends & challenges	0	0	0	0	0	0	0	0
Basic Information	0	0	0	0	0	0	0	0
Feedback	0	0	0	0	0	0	0	0

- High Performance Traits.
- Relish change
- Right inertia
- Clear strategy
- Customer driven
- Act like owners
- Treated like owners
- Forward task taking
- Based decisions
- Value based decisions
- Effective systems
- Open to new ideas
- Adapt
- Process changes
- Constant improvement
- Fluid boundaries
- Framework
- Anti-hierarchical
- Know business drivers
- Make alliances
- Focus clearly
- Industry trends & challenges
- Basic Information
- Feedback

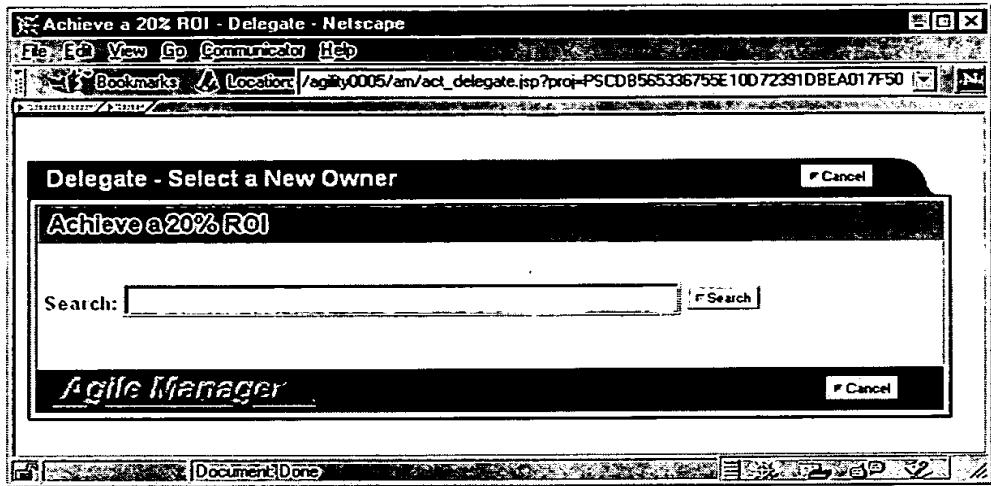


FIG. 36A

Act ▶ Goals ▶ Plan ▶ Administer

Briefing

Deepen relationships with high net worth clients

Expand business with most profitable customers
Cross sell and up sell our products to our existing client base from a position of strength.

DEPENDENCY: get more HNW business
Links to a critical dependency. (05/06/99)

On-line Annual Report Service
Get annual reports for our existing clients and prospects... KNOW THY CLIENT! (04/14/99)

PROFIT MODEL
Use this to help determine which are our most profitable customers. (04/23/99 - Profit Model.xls)

The World Fact Book
Understand the countries that our clients and prospects do business in. (04/14/99)

Top Notch Marketing Firm
Link to marketing 1to1 (05/12/99)

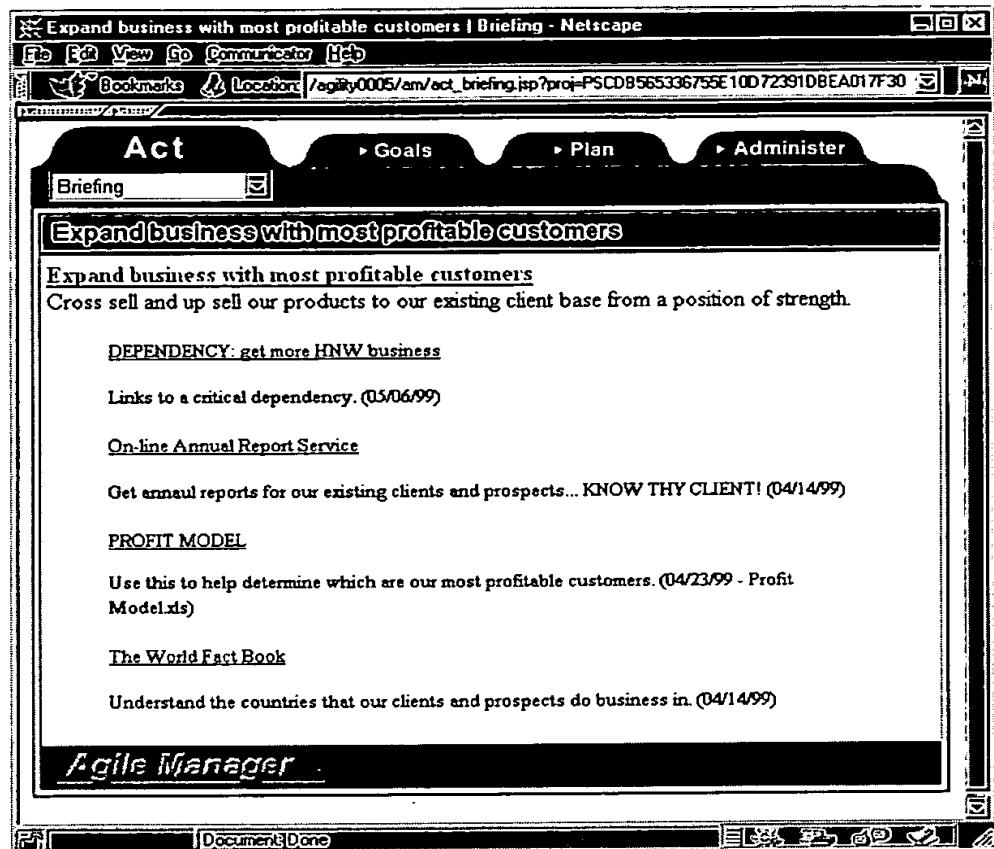


FIG. 38

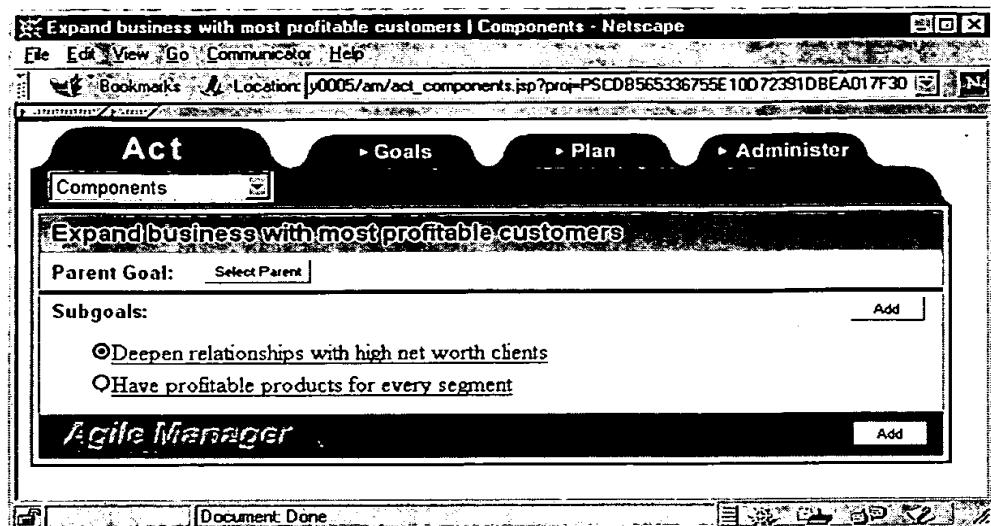


FIG. 39

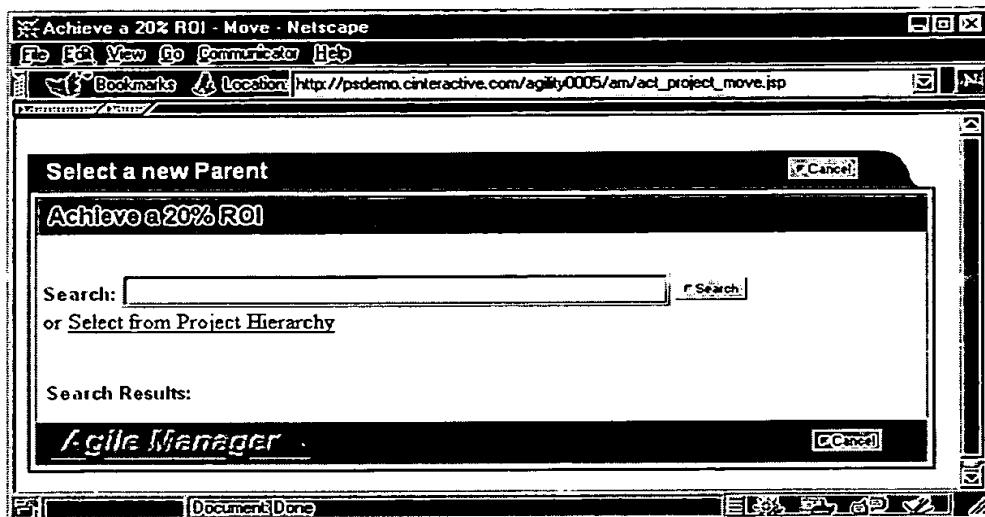


FIG. 40

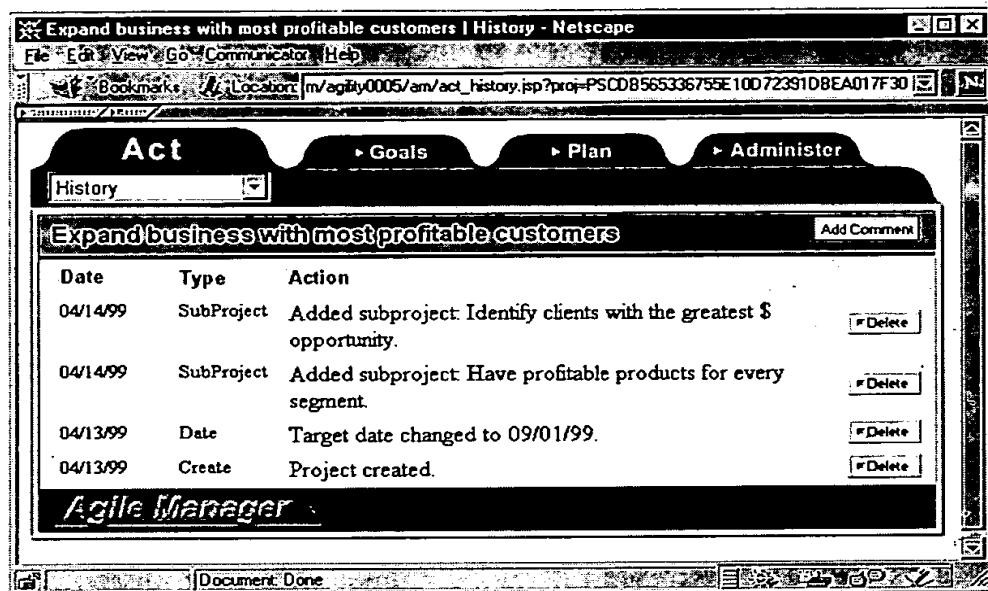


FIG. 41